

**CONCORDIA UNIVERSITY  
FACULTY OF COMMERCE AND ADMINISTRATION  
MINUTES OF FACULTY COUNCIL MEETING  
Friday, November 29, 1991**

**Present:** C. A. Ross, Chair  
K. Argheyd (Mana.), B. Barbieri (Mktg.), C. Bayne (DS&MIS), A. Brodt (Fina.),  
U. de Brentani (Assoc. Dean), A. Christopoulos (CASA), T. Dowd (CASA), J. Dracontaidis  
(CASA), A. Farhoomand (DS&MIS), M. Franklin (Mana.), D. Gaul (CASA),  
K. F. Gheyara (Acco.), Z. Gidengil (Mktg.), J. C. Giguère (VRS), S. K. Goyal  
(DS&MIS), S. Hoffman (Lib.), B. Ibrahim (Mana.), A. Jalilvand (Fina.), G. Kanaan  
(Acco.), N. Kaminaris (CASA), J. Kelly (Mana.), H. Kirk (CASA), V. H. Kirpalani (Mktg.),  
B. Kolthoff (CASA), H. Kotsovos (CGSA), L. Kryzanowski (Fina.), M. Kusy (Grad. Stud.),  
H. Ladd (ULC), B. MacKay (VRA), J. Mrenica (CASA), J. Nader (Assoc. Dean),  
L. Prendergast (Reg.), G. S. Rajan (Mana.), M. Sharma (DS&MIS), F. Simyar (Acco.), T.  
J. Tomberlin (DS&MIS), R. O. Wills (Assoc. Dean), R. J. Wrightson (ULC)

**Absent with  
apology:** S. Alvi, G. J. Gouw, G. Martin

- I **Call to Order**  
The meeting was called to order at 09:30.
- II **Closed Meeting**  
There were no items on the agenda for a closed meeting.
- III **Open Meeting**
- IV **Approval of Agenda - CAFC-91-09A**  
The agenda was approved as presented.
- V **Approval of the Minutes of the Previous Meeting**  
The minutes of the Faculty Council meeting held, Monday, October 21st, 1991 were approved as presented in document CAFC-91-08M.
- VI **Chairs Remarks and Questions Period**  
The Chair announced that in response to some feeling of distress about the date of the annual Faculty Christmas party, December 6th, which coincides with that of the second anniversary of the tragedy at the Ecole Polytechnique, the party is cancelled.  
  
It was suggested that the money saved by cancelling the party be donated to a scholarship fund.  
  
A request was made to the Chairs to ensure that all professors give the students the opportunity to complete the course evaluation process.

VII **Business Arising from Previous Meetings**

1. **Documentation for Discussions on Strategic Space Planning - Guest: Dr. J. C. Giguère - CAFC-91-09A-01**

Dr. Giguère suggested that the principles be examined first. He explained that the principles are designed to facilitate space planning for the future. He noted that all other Faculties have made some modifications to the principles and have recommended their acceptance at the December 6th meeting of Senate. With regard to the scenarios, Dr. Giguère pointed out that what is needed is an indication of what direction the Faculty would like to see taken in the future. It was noted that the principles appear in bold print, the illustrations following each principle are not to be considered as part of the principle.

It was suggested that a market survey of potential clientele be included in the principles for strategic space planning in that teaching space allocation would depend on the demand for teaching by students.

With regard to the process of establishing the principles, strong concern on behalf of the students was noted because the input submitted to the committee, for example the document entitled "Results of Commerce Student Survey #1 - Subject: Strategic Space Allocation Plan", does not appear to be reflected in the final document.

It was pointed out that principle E suggests that having a two-campus operation is a waste of time and energy for the students. In response to a question, Dr. Giguère confirmed that students were not surveyed by the committee and indicated that surveys were difficult to interpret and not particularly useful with regard to long term planning.

IT WAS MOVED BY H. KIRK AND SECONDED BY N.KAMINARIS THAT THE LAST SENTENCE OF PRINCIPLE E, "THE PRESENT SITUATION OF PARALLEL OPERATIONS IS PARTICULARLY WASTEFUL OF STUDENT TIME AND ENERGY.", BE DELETED.

J. Mrenica asked that the CASA Survey which supports the students desire for a two campus Faculty be forwarded to Senate.

In response to a point of order, a lengthy discussion ensued regarding the procedures to follow which would allow for both the revision of existing principles and the addition of new principles. Dr. Giguère recommended that the Faculty follow the procedure of the other Faculties by moving acceptance of the document and then proceed with amending the document.

After further discussion, the mover and the seconder agreed to withdraw the motion so that a main motion concerning the general principle could be moved.

IT WAS MOVED BY H. KIRK AND SECONDED BY N. KAMINARIS THAT THE PRINCIPLES TO GUIDE STRATEGIC SPACE PLANNING AS PRESENTED IN DOCUMENT CAFC-91-09A BE ACCEPTED.

In response to a question, Dr. Giguère stated that the fact that Concordia is a two-campus operation is a given. Strong concern was expressed by several members of Council that the document did not clearly state a commitment to the continuation of a two-campus operation.

IT WAS MOVED BY B. BARBIERI AND SECONDED BY J. MRENICA THAT THE FOLLOWING PRINCIPLE BE ADDED TO THE DOCUMENT:

- H. A STRATEGIC SPACE PLAN MUST FULLY CAPITALIZE UPON THE STRATEGIC DIFFERENTIAL ADVANTAGE PROVIDED TO THE UNIVERSITY BY THE TWO CAMPUSES - EACH WITH ITS UNIQUE AND ATTRACTIVE LEARNING ENVIRONMENT.

The mover and the seconder agreed to the amendment.

IT WAS MOVED BY T. DOWD AND SECONDED BY B. KOLTOFF THAT ITEM F BE AMENDED TO INCLUDE THE FOLLOWING PARAGRAPH CONTAINED IN THE SUMMARY OF CONSIDERATIONS UNDERLYING THE DEVELOPMENT OF SCENARIOS - PAGE 6, NO. 7:

TO ENSURE A TEACHING PRESENCE ON BOTH CAMPUSES WHERE THIS IS WARRANTED AND CONSISTENT WITH INSTITUTIONAL SHORT- AND LONG-TERM ACADEMIC OBJECTIVES; TO ENSURE ADEQUATE FACILITIES TO ACCOMMODATE STUDENTS AND FACULTY WHO MUST TRAVEL FROM ONE CAMPUS TO ANOTHER AND TO PROVIDE WHERE WARRANTED, PERMANENT FACILITIES FOR DEPARTMENTS HAVING A SIGNIFICANT PRESENCE ON BOTH CAMPUSES.

The mover and the seconder agreed to the amendment.

IT WAS MOVED BY D. GAUL AND SECONDED BY T. DOWD THAT THE LAST SENTENCE IN ITEM E WHICH READS, THE PRESENT SITUATION OF PARALLEL OPERATIONS IS PARTICULARLY WASTEFUL OF STUDENT TIME AND ENERGY, BE DELETED.

The mover and the seconder agreed to the amendment.

With regard to item A, the procedure for choosing the members of the committee was questioned. It was noted that a poll or a vote to assure that the committee was composed of duly authorized representatives of the students, faculty and staff should have been conducted. Dr. Giguère replied that the task force was appointed from all three constituencies. Dr. Giguère explained that the task force is not a deciding body, rather their mandate was to prepare a document for consideration, modification and subsequent approval by the appropriate

deciding bodies in the University .

IT WAS MOVED BY K. GHEYARA AND SECONDED BY J. MRENICA THAT ITEM A BE AMENDED TO INCLUDE AS THE LAST SENTENCE OF THE STATEMENT: THESE ACADEMIC CONCERNS, HOWEVER, MUST BE ADDRESSED BY A PROCESS WHICH IS DULY REPRESENTED BY ALL THREE CONSTITUENCIES VIA AN ELECTORAL PROCEDURE.

The mover and the seconder agreed to the amendment.

It was suggested that the document be voted down and that the appropriate procedure would have been to have the University Mission Statement precede the principles of strategic space planning which would have been derived directly from the statement.

It was recommended that the first statement in item E which reads: Wherever feasible, departmental facilities should be situated on the same campus and in the same building, be deleted. It was noted that the focus of current consideration must rest only with the principles in the document and not the examples which follow each principle.

IT WAS MOVED BY D. GAUL AND SECONDED BY T. DOWD THAT ITEM B BE MODIFIED IN ACCORDANCE WITH THE MODIFICATION RECOMMENDED BY THE FACULTY OF ARTS AND SCIENCE TO READ: "IN THE DEVELOPMENT OF A STRATEGIC SPACE PLAN, THE UNIVERSITY SHOULD TAKE PRIDE IN ITS HISTORIC ROLE AND REMAIN COMMITTED TO REACHING OUT TO ITS TRADITIONAL CLIENTELE AND TO SPECIAL SEGMENTS OF THE COMMUNITY."

The interpretation of "traditional clientele" and "special segments" was questioned. Given the variance in interpretations, concern was expressed that the ambiguity of the terms may lead to discrimination.

It was confirmed that the Mission Statement of the University passed by Senate in May 1991 was not considered by the Task Force in preparing the document.

After further discussion the mover and the seconder withdrew their motion.

The Chair reviewed all the amendments to the principles.

IT WAS MOVED BY H. KIRK AND SECONDED BY N. KAMINARIS THAT FACULTY COUNCIL ACCEPT THE PRINCIPLES, A TO H, AS AMENDED.

Discussion ensued about whether to have a roll call vote or a vote by secret ballot. The requests for a roll call and secret ballot were withdrawn.

As a point of clarification, the Chair explained that if the motion is defeated he would report to Senate that the Faculty of Commerce and Administration did not accept the principles as proposed. He further explained that after discussion, Senate, as the senior decision making body, would rule on the issue.



It was noted that the current scenarios would not be appropriate based on the amended principles proposed.

It was suggested that Council vote on the amended principles, and, in the event the motion is defeated, Council could vote on the original principles.

THE MOTION WAS CARRIED: 23 in favor, 3 opposed, 4 abstentions

Dr. Giguère explained that the scenarios are intended to provide the possibility for the concentration of certain activities within the University which would encompass the Faculty of Commerce and Administration's commitment to a significant presence on both the Loyola and the Sir George Williams Campus.

The Chair reminded members of Council that at the Faculty Council meeting held September 14, 1990 the following resolution was adopted:

BE IT RESOLVED THAT THE COMMERCE AND ADMINISTRATION FACULTY, STAFF AND STUDENT OFFICES ON THE LOYOLA CAMPUS BE MAINTAINED AT THE SAME STANDARD AS AT PRESENT IN ORDER TO ENSURE THAT THE CONCORDIA UNIVERSITY STUDENTS REGISTERED IN COMMERCE AND ADMINISTRATION COURSES ON THAT CAMPUS CONTINUE TO BE PROVIDED WITH THE HIGH LEVEL OF PEDAGOGICAL AND SERVICE SUPPORT TO WHICH THEY HAVE TRADITIONALLY BEEN ACCUSTOMED.

The following resolution was moved by T. Dowd and seconded by D. Gaul:

BE IT RESOLVED THAT SCENARIOS B AND C BE REJECTED, AND THAT, IN REGARDS TO SCENARIO A, THE FACULTY OF COMMERCE AND ADMINISTRATION CONTINUE TO MAINTAIN A TWO-CAMPUS OPERATION, AND THAT IT RE-AFFIRM ITS DECISION OF SEPTEMBER 14, 1990, IN THIS REGARD.

It was suggested that the motion be amended to include a commitment to improving the facilities on the Loyola campus.

Dr. Giguère advised that a request has been sent to the Quebec government for approximately \$3M which will be used either to completely renovate the Centennial Building or to erect another building on the Loyola Campus.

With regard to item 13, page 10 of Dr. Giguère's memo dated October 17, 1991, N. Kamanaris requested that it be noted that the FC&A students are interested in the proposal for a downtown centre and that all scenarios now be adjusted accordingly. He also noted that he felt that the students should have been consulted regarding their space needs prior to the submission of the document. Dr. Giguère explained that the focus is on academic space inasmuch as the Quebec government does not provide funding for student centres. He pointed out that the student organizations would need to come to an agreement on their long-term needs for any space proposals to be considered.

Strong concern was expressed that the document did not address the needs of Faculty in terms of appropriate class rooms, labs, case rooms, faculty lounges, etc..

It was noted that more data is needed, specifically, the results of a marketing survey as well as appropriate cost estimates, to enable Council members to vote with integrity on this important issue.

With regard to the quantity and quality of space needed on the Loyola campus, it was emphasized that the need is for facilities that are comparable to the SGW Campus.

It was noted that item 4, page 9, does not mention the Faculty of Commerce and Administration. Dr. Giguère explained that according to government norms, only the Faculty of Engineering is significantly below the norms.

The term "It is assumed..." applied in items 7 and 8, page 9, was objected to in that it gives a sense of tentativeness. It was again noted that in order to make an informed decision, all constituencies of the University should have been consulted, a marketing analysis and cost benefit analysis should be provided.

After further discussion, the mover and the seconder agreed that the resolution be amended to include the following statement:

BE IT FURTHER RESOLVED THAT IN THE SHORT-TERM, I.E. WITHIN THE NEXT 24 MONTHS, AN INCREASE AND (OR) IMPROVEMENT OF APPROPRIATE CLASSROOM AND LAB FACILITIES (TO BE PROPOSED BY THE FACULTY SHORTLY) BE ALLOCATED TO THE FACULTY OF COMMERCE AND ADMINISTRATION ON BOTH CAMPUSES.

Dr. Giguère explained that it is not Senate that would act on this motion but rather the Dean of the Faculty of Commerce and Administration would forward the proposal to the Office of the Vice-Rector, Services.

As a point of clarification, the Chair emphasized the importance of the Faculty providing Senate with an indication of how the Faculty feels about the proposed space plan.

THE MOTION, AS AMENDED, WAS CARRIED. (24 in favor, 0 opposed, 6 abstentions).

It was noted that Faculty Council did not support scenario A.

It was agreed that the University Library Committee Report be dealt with as the next item.

2. **Department Feedback regarding Draft Faculty Mission Statement - CAFC-91-09A-03 - (CAFC-91-06A-08)**

This item was tabled until the next meeting of Faculty Council.

3. FC&A Report of the Elections Committee, October 29, 1991 - CAFC-91-09A-02  
This item was tabled until the next meeting of Faculty Council.

VIII

Report: Commerce Undergraduate Curriculum Committee  
There was no report.

IX

Report: Graduate Studies and Research

X

Reports from Faculty Representatives on University Committees

1. University Senate
2. Arts and Science Faculty Council - CAFC-91-09A-04
3. Senate Academic Planning and Priorities Committee - CAFC-91-09A-05
4. Senate Academic Programmes Committee
5. Senate Research Committee
6. Academic Services Committee

The above reports were not called for due to insufficient time.

7. University Library Committee- Guest: Dr. H. Ladd, Chair, University Library Committee & Report from FC&A Representative, B. Ashforth, CAFC-91-09A-06  
Dr. Giguère explained that in 1988 the Quebec government provided a one-time capital grant to all universities for the purpose of acquiring books. The money was used to continue the purchase of monographs and to use the operating budget to guard against inflation (11% - 20%) in periodicals. He added that all libraries are experiencing a similar financial problem and are currently cancelling large numbers of periodicals. He advised that the University Budget committee will table shortly after Christmas a draft budget for 1992-93 to be forwarded to the Board of Governors and Senate for comment. He asked Council members to consider sending a message to the Senate and the University Budget committee that the Faculty of Commerce and Administration believes that acquisitions are of primary importance in the distribution of operating budgets.

Dr. Ladd distributed and highlighted the attached handout, CAFC-91-09M-01 - Library Materials Budget 1987/88-1991/92.

After further elaboration of the disastrous consequences of not obtaining additional monies from the University Budget committee the following resolution was moved by B. Ibrahim and seconded by C. Bayne:

BE IT RESOLVED THAT THE FACULTY OF COMMERCE AND ADMINISTRATION REQUEST THAT THE ACQUISITION BUDGET FOR MONOGRAPHS AND JOURNALS FOR 1992-93 BE SUCH THAT THERE BE NO DECREASES IN RELATION TO 1991-92 ACQUISITIONS; AND THAT THE AMOUNT GIVEN FOR COMMERCE AND ADMINISTRATION ACQUISITIONS REFLECT THE PERCENTAGES OF STUDENT POPULATION.

THE MOTION WAS CARRIED (20 in favor, 0 opposed, 1 abstention).

The following motion was moved by V. H. Kirpalani and seconded by G. Kanaan:

BE IT RESOLVED THAT THE UNIVERSITY BUDGET FORMULA FOR MONOGRAPH AND SERIAL ACQUISITIONS FOR 1993-94 AND THE YEARS FOLLOWING BE REVISED TO REFLECT THE FOLLOWING: (1) A FACTOR WHICH WOULD TAKE INTO ACCOUNT INFLATION; (2) THAT SUCH FORMULA ACCURATELY REFLECT THE ACADEMIC REQUIREMENTS OF THE FACULTY OF COMMERCE AND ADMINISTRATION; AND (3) THAT SUCH FORMULA ACCURATELY REFLECT THE FACULTY'S PERCENTAGE OF STUDENT POPULATION.

The motion was carried (23 in favor, 0 opposed, 0 abstentions)

Due to time restrictions, the Chair recommended that the balance of the items on the agenda, Item X, 8 - XII, be tabled until the next meeting of Faculty Council.

IT WAS MOVED BY R. O. WILLS AND SECONDED BY S. GOYAL THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED UNANIMOUSLY.

The meeting was adjourned at 12:37.

XII **Next Meeting**

The next meeting of Faculty Council is scheduled to take place **Monday, January 6, 1992 at 09:30 in room GM403-2, SGW Campus.**